ADM-3104 : Strategic Management
NRC 89812
Automne 2012

Crédit(s) : 3

This course will develop student competencies in the analytical and synthetic thinking required by managers in strategic decision making. Our goal is to have students use the knowledge acquired in different disciplines of business administration in order to have an integrated and strategic perspective of the organization rather than a functional perspective. Notably, the emphasis is placed on the contemporary context in which strategic management strives: the new economy, globalization, electronic commerce, social and environmental responsibilities.

Enseignants : Alain Normand
              Alain Normand
              Christophe Roux-Dufort

Plage horaire :

Cours en classe

Site de cours : https://www.portaildescours.ulaval.ca/ena/site/accueil?idSite=33158

Office Numbers and Schedules

Alain Normand
Chargé de cours

alain.normand@fsa.ulaval.ca

Disponibilités :
Disponible sur rendez-vous.

Soutien technique :

Comptoir d’aide APTI (FSA)
Palasis Prince, Local 2215-B
http://www.fsa.ulaval.ca/azimut
caa@fsa.ulaval.ca

418-656-2131 poste 6258
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Course Description

Introduction

The course plan is a contract between you and the teacher. It defines a working procedure for the course material, your path and progress and the requirements you must meet. If you have questions or comments, please contact your teacher.

Note on the course workload: this undergraduate university course requires an average of 9 hours of work per week. You should be fully aware that to undertake this course successfully you must have the time to devote to it.

General Objectives

This course will develop student competencies in the analytical and synthetic thinking required by managers in strategic decision-making. Our goal is to have students use the knowledge acquired in different disciplines of business administration in order to have an integrated and strategic perspective of the organization rather than a functional perspective. Notably, the emphasis will be on the contemporary context in which strategic management strives: the new economy, globalization, electronic commerce, social, and environmental responsibilities.

Detailed Objectives

After completing this course, students will be able to:

- master the analytical and synthesis skills and attitudes required to evaluate an organization’s resources and competences, its strengths and weaknesses and to recognize the opportunities and threats of the environment;
- understand what is a competitive advantage and to know how to develop and maintain it;
- know how to formulate, implement, evaluate and modify strategies at three levels: corporate strategy, business strategy and functional strategy;
- understand the modern context in which strategic management evolves: the new economy, globalization and social responsibility;
- become familiar with new ways of thinking which are shaping strategic management theory.

Alignment between Courses and Program Objectives

Individual and team learning activities for this course integrate learning for each of the seven objectives of the program as illustrated in the BBA program matrix below.

<table>
<thead>
<tr>
<th>Degree of achievement in the course¹</th>
<th>Performance-based measures²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Learn how to make decisions.</td>
<td>Integrate</td>
</tr>
<tr>
<td>2. Communicate.</td>
<td>Integrate</td>
</tr>
<tr>
<td>3. Collaborate and work as a team member.</td>
<td>Integrate</td>
</tr>
<tr>
<td>4. Be open to the world.</td>
<td>Integrate</td>
</tr>
<tr>
<td>5. Master technological tools.</td>
<td>Integrate</td>
</tr>
<tr>
<td>6. Be open to change.</td>
<td>Integrate</td>
</tr>
</tbody>
</table>
7. Behave in an ethical manner | Integrate | News events, cases, Competitive Web site

« 1 Initiated means that learning is becoming evident in line with the program’s goals and objective. Developing indicates identifiable learning in relation to the goals and objectives. Integrated means that the goals and objectives are understood and applied in a relevant manner in a variety of new contexts and situations. A course may incorporate one or more of the program’s goals and objectives. It may also initiate the learning process towards one goal and integrate the learning of another, depending on the particular abilities and skills on which the course focuses. »

« 2 This refers to the evaluation methods used in the course to assess the degree of achievement of the program goals, for example: case study, open exam question, project, portfolio, quiz, etc. The same evaluation methods could be used to collect Assurance of Learning data. »

Instructional Approach

Teaching Methods

The pedagogical approach to this course is varied and dynamic. It includes formal lectures, discussions on readings, case studies, exercises, tests, videos, student presentations and the creation of a Competitive Intelligence Web Site.

<table>
<thead>
<tr>
<th>LEARNING ACTIVITIES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal Lectures</td>
<td>For each class session, your instructor will present theoretical concepts of strategic management. These formal lectures refer to the textbook Strategic Management: A Dynamic Perspective - Concepts. To be able to participate actively in weekly debates, students must read the required texts and prepare any cases assigned in the course outline.</td>
</tr>
<tr>
<td>Case Studies</td>
<td>Case studies present concrete problems experienced in an organizational environment. The student must adequately interpret given data then critically analyze it to define the situation, to determine alternative courses of action, and to choose a preferred solution. The objectives targeted by this teaching method are to use the concepts studied in class to develop or reinforce important skills in this systematic decision-making process. Students will work in teams of five for the case study assignments. Presentations must respect an 18 to 20 minutes period. Teams must write a five-page report on their analysis of the case. Cases refer to the textbook Strategic Management: A Dynamic Perspective - Cases</td>
</tr>
<tr>
<td>Competitive Intelligence Web Site</td>
<td>The objective of this assignment is to understand how the analysis of environmental factors is essential in the strategic planning process of organizations. In order to achieve this objective, students will work in teams to create a Competitive Intelligence Web Site for a chosen business. Students will therefore have to gather competitive information on a specific industrial sector. This information must enable decision-makers to identify opportunities, strengths, and key success factors as well as to facilitate strategic controls and communicate information to managers. Teams will present their Competitive Intelligence Web Site to the class at the end of the semester. The Web site must be accessible on a CD.</td>
</tr>
</tbody>
</table>

Supervision

The instructor will give feedback when prompted by email or via the discussion board. General questions regarding evaluations, course concepts or other subjects should be posted on the discussion board for all to see. Personal questions may be sent by email. To ensure a prompt answer, you are asked to make your questions and comments clear and self-explanatory (e.g. cite the names of the documents and the page numbers referred to).

Course Content

Le tableau ci-dessous présente les semaines d’activités prévues dans le cadre du cours.

<table>
<thead>
<tr>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 01: Introduction to course</td>
<td>11 sept. 2012</td>
</tr>
<tr>
<td>Session 02: Introducing to Strategic Management</td>
<td>18 sept. 2012</td>
</tr>
</tbody>
</table>
Evaluations & Grading

Graded Assignments

Sommatives

<table>
<thead>
<tr>
<th>Titre</th>
<th>Date</th>
<th>Mode de travail</th>
<th>Pondération</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm</td>
<td>À déterminer</td>
<td>Individuel</td>
<td>25 %</td>
</tr>
<tr>
<td>Case study as Consultants</td>
<td>À déterminer</td>
<td>En équipe</td>
<td>20 %</td>
</tr>
<tr>
<td>Case study 1</td>
<td>À déterminer</td>
<td>En équipe</td>
<td>10 %</td>
</tr>
<tr>
<td>Case study 2</td>
<td>À déterminer</td>
<td>En équipe</td>
<td>10 %</td>
</tr>
<tr>
<td>Case Study as Top Management</td>
<td>À déterminer</td>
<td>En équipe</td>
<td>5 %</td>
</tr>
<tr>
<td>Semester Project</td>
<td>À déterminer</td>
<td>En équipe</td>
<td>25 %</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Le 11 déc. 2012 de 15h30 à 18h20</td>
<td>Individuel</td>
<td>25 %</td>
</tr>
</tbody>
</table>

Informations détaillées sur les évaluations sommatives

Midterm

Date et lieu : À déterminer, 3307 PAP
Mode de travail : Individuel
Pondération : 25 %

Directives de l'évaluation :
Midterm will be multiple choice questions covering chapters 1, 2, 3, 4, 5 and 6. Bring your computer with you on the day of the exam. The exam will be held in the classroom.

Matériel autorisé : None

Case study 1

Date de remise : À déterminer
a five-page written report (which cannot be a powerpoint presentation) should be delivered to the professor 24h before your presentation in class in your box
Mode de travail : En équipe
Pondération : 10 %
Remise de l'évaluation : Boîte de dépôt

Note : Veuillez vous référer à la section Course Content de votre site de cours pour de plus amples détails.
Directives de l'évaluation :
Case studies present concrete problems experienced in an organizational environment. The student must adequately interpret given data then critically analyze it to define the situation, to determine alternative courses of action, and to choose a preferred solution. The objectives targeted by this teaching method are to use the concepts studied in class to develop or reinforce important skills in this systematic decision-making process. Students will work in teams of five for the case study assignments. Each team will be assigned two case studies. The team should analyze the cases as consultants. The class presentation will be given in front of another team representing the top management of the company whose role is to challenge the team of consultants about its analysis and recommendations.
Presentations must respect an 18 to 20 minutes period including a 5 minute period of questions with the team of top managers.
Teams must write a five-page report on their analysis of the case.
Cases refer to the textbook Strategic Management: A Dynamic Perspective - Cases
IMPORTANT
Guidelines for case presentation, case written report and evaluation criteria can be found in three attached files in session 2 (Go to Course Content and click on session 2).

Fichiers à consulter :
- Evaluation Grid Case Studies Reports.docx
  15,82 Ko, déposé le 4 sept. 2012
- Case Study Analysis (1).docx
  31,29 Ko, déposé le 4 sept. 2012
- Prepare a Case[1] (2).ppt
  166 Ko, déposé le 4 sept. 2012

### Case study 2

<table>
<thead>
<tr>
<th>Date de remise :</th>
<th>À déterminer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mode de travail :</td>
<td>En équipe</td>
</tr>
<tr>
<td>Pondération :</td>
<td>10 %</td>
</tr>
<tr>
<td>Remise de l'évaluation :</td>
<td>Boîte de dépot</td>
</tr>
</tbody>
</table>

Directives de l'évaluation :
Case studies present concrete problems experienced in an organizational environment. The student must adequately interpret given data then critically analyze it to define the situation, to determine alternative courses of action, and to choose a preferred solution. The objectives targeted by this teaching method are to use the concepts studied in class to develop or reinforce important skills in this systematic decision-making process. Students will work in teams of five for the case study assignments. Each team will be assigned two case studies. The team should analyze the cases as consultants. The class presentation will be given in front of another team representing the top management of the company whose role is to challenge the team of consultants about its analysis and recommendations.
Presentations must respect an 18 to 20 minutes period including a 5 minute period of questions with the team of top managers.
Teams must write a five-page report on their analysis of the case.
Cases refer to the textbook Strategic Management: A Dynamic Perspective - Cases
IMPORTANT
Guidelines for case presentation, case written report and evaluation criteria can be found in three attached files in session 2 (Go to Course Content and click on session 2).

### Case Study as Top Management

<table>
<thead>
<tr>
<th>Date de remise :</th>
<th>À déterminer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mode de travail :</td>
<td>En équipe</td>
</tr>
<tr>
<td>Pondération :</td>
<td>5 %</td>
</tr>
</tbody>
</table>

Directives de l'évaluation :
For each case presentation done by teams of consultants, your team will play the role of the company (under study)’s top management. You will be presented two distinct analyses done by two different teams of consultants. Your job as the customer will consist in challenging the analysis and the recommendation of both teams to select the best proposal among the two. A 5 minute period for both team will be dedicated to questions and answers. You are required to know the case and to submit questions to each teams. The technicality, relevance and quality of your questions will serve as evaluation criteria.

### Semester Project

<table>
<thead>
<tr>
<th>Date de remise :</th>
<th>À déterminer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mode de travail :</td>
<td>En équipe</td>
</tr>
<tr>
<td>Pondération :</td>
<td>25 %</td>
</tr>
<tr>
<td>Remise de l'évaluation :</td>
<td>Boîte de dépot</td>
</tr>
</tbody>
</table>
Directives de l'évaluation :
The objective of this assignment is to understand how the analysis of environmental factors is essential in the strategic planning process of organizations. In order to achieve this objective, students will work in teams to create a Competitive Intelligence Web Site for a chosen business. Students will therefore have to gather competitive information on a specific industrial sector. This information must enable decision-makers to identify opportunities, strengths, and key success factors as well as to facilitate strategic controls and communicate information to managers. Teams will present their Competitive Intelligence Web Site to the class at the end of the semester. The Web site must be accessible on a CD.

Final Exam
Date : Le 11 déc. 2012 de 15h30 à 18h20
Mode de travail : Individuel
Pondération : 25 %

Directives de l'évaluation :
The final exam will be composed of three parts
Part 1 Multiple choice questions based on the course content
Part 2 : Three open questions on specific concepts covered in the course
Part 3 : Mini-case study based on a press article

Matériel autorisé : None

Grading Scale

<table>
<thead>
<tr>
<th>Cote</th>
<th>% minimum</th>
<th>% maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>95</td>
<td>100</td>
</tr>
<tr>
<td>A</td>
<td>92</td>
<td>94,99</td>
</tr>
<tr>
<td>A-</td>
<td>89</td>
<td>91,99</td>
</tr>
<tr>
<td>B+</td>
<td>86</td>
<td>88,99</td>
</tr>
<tr>
<td>B</td>
<td>83</td>
<td>85,99</td>
</tr>
<tr>
<td>B-</td>
<td>80</td>
<td>82,99</td>
</tr>
<tr>
<td>C+</td>
<td>77</td>
<td>79,99</td>
</tr>
<tr>
<td>C</td>
<td>74</td>
<td>76,99</td>
</tr>
<tr>
<td>C-</td>
<td>71</td>
<td>73,99</td>
</tr>
<tr>
<td>D+</td>
<td>65</td>
<td>70,99</td>
</tr>
<tr>
<td>D</td>
<td>60</td>
<td>64,99</td>
</tr>
<tr>
<td>E</td>
<td>0</td>
<td>59,99</td>
</tr>
</tbody>
</table>

Course Language Policy

Students have the possibility of handing in their papers and answering their exams in French with no consequences on their grade. However, course materials, instructions and exams will not be translated and will be available in English only.

Plagiarism

The FSA does not tolerate conduct that does not comply with its ethical standards. The Règlement disciplinaire à l'intention des étudiants de l'Université Laval lists some 20 academic infractions that are subject to penalty. Everyone knows the most common errors, but are you aware that copying a few sentences from a work on paper or a website without inserting quotation marks or citing the source are two of the infractions? Or that summarizing an author’s original idea in your own words without citing the source, and translating a text in part or entirely without stating its origin, are also prohibited? To avoid exposing yourself to consequences ranging from failing a course to expulsion from the university, consult the following website: http://www.fsa.ulaval.ca/plagiat. You'll find everything you need to avoid plagiarism.

Disciplinary Regulations

Any student who is found to have committed a violation of the Règlement disciplinaire à l'intention des étudiants de l'Université Laval (Université Laval student disciplinary regulations) in this course, especially involving plagiarism, will be subject to the penalties set out in the regulations. Students should familiarize themselves with sections 28 to 32 of the disciplinary regulations.

These can be found (in French only) at the following web address:
Exam Absences

It is the students responsibility to ensure that exam times do not conflict at the beginning of each semester as the Faculty is unable to offer special arrangements.

For more information (French only), go to: http://www4.fsa.ulaval.ca/cms/accueil/formation/1ercycle/absenceexamen

Students with disabilities, learning difficulties or mental health problems

Students who have a letter of Attestation d’accommodations scolaires [English: certificate of academic accommodation] issued by a counsellor from the Accueil et soutien aux étudiants en situation de handicap section [French acronym: ACSESH; English: students with disabilities support services section] must inform their professor or instructor at the start of the session so that accommodation measures in the classroom or during examinations can be put in place by their program administration. Students with a functional impairment or disability who do not have this letter must contact the ACSESH at 656-2880 as soon as possible.

ACSESH strongly recommends that you take advantage of all the services to which you are entitled in order to succeed in your program, without discrimination or special privileges. For more information, please see the Procédure de mise en application des mesures d'accommodations scolaires [English: application for accommodation measures] at: https://www.aide.ulaval.ca/cms/Accueil/Situations_de_handicap.

Deadlines and Overdue Work

The learning schedule laid out in the calendar should be adhered to as much as possible. Overdue work will be penalized at a rate of 10% a day for every day late to a maximum of 5 days. For example, if a paper is due for December 9th at 5PM, papers handed in between December 9th, 5.01PM and December 10th, 4.59PM will start at 90% of the grade. Papers handed in after December 14th, 5PM will get a grade of 0.

There are exceptional circumstances that may prevent a student from submitting an assignment on time. In such cases, it is the student’s responsibility to inform the teacher as soon as possible to discuss an extension or plan an alternative.

If a request for a deferral is accepted at the end of the term, the student will receive a grade of “Z” (mark deferred at student’s request). This will be converted to a final grade (see the conversion key above) at the end of the deferral period.

Laptop and Software Requirements

Students are expected to have a laptop compatible with the FSA's IT environment in order to participate in course activities both inside and outside the classroom (e.g. management simulations, online quizzes, Securexam, etc.).

Minimum software requirements for compatibility with the FSA’s environment:

- Operating system:
  - Windows 7, Vista or XP

- Office Suite:
  - Microsoft Office 2007, 2003, XP or 2000:
  - Word, Excel, PowerPoint

- Browser:
  - Internet Explorer 7.0 or later

Course Evaluation

At the end of the course, the Faculty will conduct a summative evaluation, by soliciting your comments and suggestions, to determine whether the teaching method achieved its goals and your degree of satisfaction. During the session, a link to the course evaluation questionnaire will be uploaded to the course website home page. This evaluation is very important, as it will allow us to improve the course. The course supervisors thank you in advance for your collaboration. Please note that this evaluation is confidential.

- Link to the course evaluation system.
Teaching Materials

Required Materials

Strategic Management
Auteur : Mason A Carpenter / WM. Gerard Sanders / Kenneth F Harling
ISBN : 9780132068376

Strategic Management
Auteur : Mason A Carpenter / WM. Gerard Sanders / Kenneth F Harling
ISBN : 9780132068628
Cases studies book in a Dynamic perspective purposes

References and Appendices

References
